



# MANAGER'S RECRUITMENT AND SELECTION GUIDE

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## INTRODUCTION

This guide is provided to help Managers and Selecting Officials accomplish recruitment and selection functions. It was jointly prepared by your servicing Human Resources Office (HRO) and the Human Resources Service Center, Southeast (HRSC-SE).

To facilitate the recruitment and referral process, the HRSC-SE uses the STandard Automated Inventory and Referral System (STAIRS). The Department of the Navy uses the commercial product Resumix as the STAIRS implementing software. Resumix' sophisticated artificial intelligence matches the skills in applicants' resumes to the skills requirements of specific vacancies. The system is used to develop referral lists of candidates for you. It also generates various letters to applicants. (STAIRS is not used in the delegated examining process when recruiting candidates from the general public.)

## INITIATING YOUR RECRUITMENT

When you are ready to fill a vacancy, you begin the recruitment process by submitting a request for personnel action (RPA) either directly to your HRO via Persaction or indirectly through the appropriate office in your activity designated to submit an RPA. In order to target your recruitment and to find high quality candidates, the information listed below should be submitted with your request. Your HRO advisor can help you develop it.

- Recruitment strategy: What recruitment sources would you like the HRSC-SE to use? In developing the strategy, you will need to consider such factors as your activity requirements, pertinent union agreements, workforce diversity, and probable sources of candidates. Your sources may include current Federal employees, external applicants such as VRA eligibles, outstanding scholars, student appointees, etc., or applicants who have not previously worked for the government. Your HRO advisor will assist you in identifying the sources available to you.

- Description of duties: Are there any special duties or task requirements of the position that are not reflected in the position description? With position descriptions and/or demonstration project level descriptors being very generic, you will need to provide specific information about the vacant position in order to ensure that skills requirements are adequately identified. Keep in mind that any

such requirements must be supported by what is stated in the position description. You still need to be sure the position description is up to date.

- Area of consideration: How widely would you like HRSC-SE to search for candidates? You may want to limit the search to your activity or a segment of your activity, or you may want to search in a wider area. Your HRO can assist you in identifying any local policies which may impact this decision.

- Search option: Within STAIRS, what search option do you want the HRSC-SE to use? An applicant search is normally done using occupational series of the vacancy being recruited. However, if that search fails to yield a sufficient number of well qualified applicants, wider search options may be used (e.g., search of related occupational fields or the entire database). If too few candidates are located in the initial search, an HRSC-SE specialist will contact you to see if you want to widen the database search.

- Cutoff date: Are you ready to recruit? You should only submit your RPA when you are actually ready to recruit. Requests are not held in HRSC-SE to meet future cutoff dates.

- Special coordination requirements: Are there any special recruitment efforts that need to be coordinated for your vacancy? You may want to place a newspaper or trade magazine advertisement or to have a delegated examining announcement issued for your vacancy at the same time that you would like to see candidates from the STAIRS inventory. If you want to coordinate the timing of these events, you should note this on your RPA.

- Permanent Change of Station (PCS) expense authority: Are you authorizing payment of PCS costs? This might be an issue for your selectee if he/she will be relocating. The decision needs to be made in advance and noted in the RPA to ensure that your activity does not incur an obligation to pay the expenses when you do not explicitly intend to do so.

- Specific position requirements: Are there specific requirements that applicants must meet to be basically eligible for the position? This might include such variables as acquisition certification, maximum entry age for initial appointment to firefighter or air traffic controller positions, gender for health technicians, etc.

- Conditions of employment: What are the conditions of employment which candidates need to be aware of when an offer is made? Examples include security clearance, shift work, travel, licensing, credentialing, drug testing, pre-employment physical examination, etc.

- Selecting Official contact information: Who should be contacted to discuss the job analysis and STAIRS skills set to be used? You will need to provide the name, email address, voice and fax phone numbers (DSN and commercial), and mailing address of the Selecting Official for the vacancy.

## **THE RECRUITMENT PROCESS**

Once the recruitment request is received and Priority Placement Program requirements have been met, a specialist will contact you to discuss the job analysis and STAIRS skills set which will make up your crediting plan. A draft of the job summary and skills set will be created at HRSC-SE using the STAIRS technology and will be provided to you for your review and approval.

You have the opportunity at this point to review the list of skills and add those which you believe are missing or delete those which are not particularly critical to the position or which would not likely make distinctions among candidates. Your specialist will work with you on this process.

After you have settled on and approved the skills set to be used, the HRSC-SE specialist will use STAIRS to match the position skills to the skills of those applicants who meet the search parameters (e.g., area of consideration, sources, search option, etc.) which you specified in your RPA.

If you have an established skills set for this same position, you will be provided with a copy of what you previously approved so that you can review it to be sure it still meets your needs.

## **THE REFERRAL LIST**

The referral list (called a "certificate") is comprised of applicants that are "best qualified". The certificate will be sent directly to the manager or designated representative along with copies of the applicants' resumes. The HRO will be given a copy of the certificate at the same time it is transmitted to the manager. You may have several lists to select from depending on what sources you chose to consider. Each certificate will contain instructions on the proper way to consider and mark your selections. Your local HRO advisor will be happy to answer any questions you may have about the selection processes associated with the different referrals you may receive.

The resumes you will receive are printed from what has been entered into STAIRS. Because resumes are submitted to HRSC-SE via e-mail, the product you see with your referral list may not be what you might normally expect a resume to look like. Likewise, hard copy resumes which are scanned in and read via an Optical Character Recognition (OCR) process could contain OCR errors. You should not consider this as an indication of the applicant's presentation of him/herself or of the applicant's ability to spell and punctuate. Rather, you should look at the resumes for substantive content.

## **MAKING SELECTIONS**

There may be local requirements concerning use of a selection panel, whether or not interviews are required, need for review or other issues associated with making a selection. Your HRO specialist can advise you if there are any that apply to your situation.

You should indicate a primary and at least one alternate selection on your certificate(s). In the event your first choice of selectee is not available, this will allow HRSC-SE to proceed with making a job offer without delay.

## **RETURNING THE REFERRAL LIST**

When you have made your selection, your HRO will assist you in determining an appropriate effective date to request, assist you with any pay setting issues, and coordinate the selection with the HRSC-SE. The certificate will then be returned to the HRSC-SE.

## **JOB OFFER**

Once the certificate is received, the HRSC-SE specialist will verify all regulatory requirements prior to making the job offer to the selectee. You should not make a job offer yourself.

## **A FINAL NOTE**

If the initial process does not yield candidates you are interested in, your HRO advisor can assist you in determining appropriate alternatives to be pursued.